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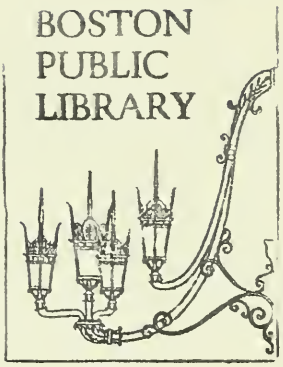
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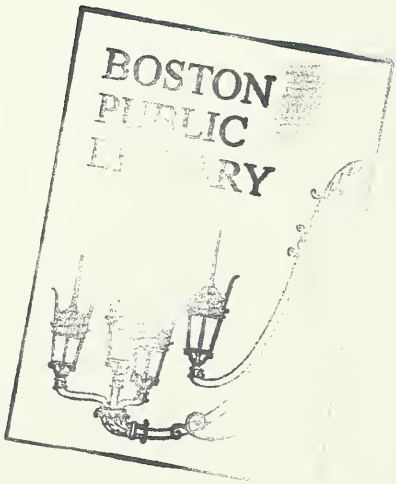
MASTER PROGRAMMING PROCESS

FOR THE LONGWOOD MEDICAL AREA

APRIL 1984



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CONTENTS

Introduction	1
Accomplishments to Date	4
The Role of Master Programming	7
Master Programming Process	9

Appendices

A. Original RFP June 19, 1980
B. Long Term Process: Framework and Working Report Master Programming in the Longwood Medical Area October 1981.

MASCO

MEDICAL AREA SERVICE CORPORATION

MEMORANDUM

To: **DISTRIBUTION LIST ATTACHED** Date: August 8, 1984

From: Don Shea Copies:

Subject: **MASTER PROGRAMMING PROCESS**

Enclosed for your use is our recent publication entitled Master Programming Process for the Longwood Medical Area. Approved for distribution by the MASCO Board in June, it is an extension of the Framework and Working Report documents published at the commencement of Master Programming in the Fall of 1981.

Our principal goal in the Process publication is to extend the improvements made to the Longwood Medical Area thus far, through establishing a formal process for generating new Action Projects.

The Master Programming Process calls for broad communication with LMA user groups, establishes the monitoring role of the MASCO Development Committee, and emphasizes the development coordination role of MASCO.

Please examine the Process document in detail, and I look forward to your comments on how we may best serve the LMA institutions in the future through Master Programming.

DAS:jbnr

Enclosure

221 LONGWOOD AVENUE/BOSTON, MASSACHUSETTS 02115 / 617-732-2310
IN THE LONGWOOD MEDICAL AREA

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Mission Hill Planning Committee

Other: Julia O'Brien
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INTRODUCTION

The purpose of this paper is to give shape to a process for sustaining area planning and improvement activities that the MASCO-member institutions began through Master Programming in the Longwood Medical Area. First published in October of 1981 after more than a year of survey and analysis, the Master Programming documents set out a clear agenda of immediately-needed physical improvements for the LMA to ease long-standing problems of traffic congestion, parking supply and management, security, open space amenities, institutional development policies, and general visitor orientation difficulties in this highly-developed urban neighborhood of important health care and educational institutions.[1] Now that many of these short term needs have been addressed, it is important to formalize a Master Programming Process to sustain continued area improvement and development.

Master Programming for the Longwood Medical Area, by its very title, sought to distinguish itself from traditional "master planning" activities. The focus emphasized action that would not be bound by prior master planning commitments which become outmoded. This focus has proven to be wise, as the major educational and medical institutions are experiencing a sustained period of change and thus must be prepared to react quickly to shifting regulatory, demographic, financial and other competitive realities. Since the initial Master Programming publications, MASCO has developed its own staff capability to manage area improvement projects on an in-house basis, with the use of outside consultant assistance when necessary.

---

1. See Appendix A for the original RFP for consultant services, June 19, 1980. Section II specifies the definition of Master Programming.

Our focus therefore in this Master Programming Process will be on **process** itself rather than a firm **product**. In so doing, we will be best able to serve our member institutions by remaining poised to pursue action projects and emerging opportunities in the periods of change ahead.

Master Programming originally identified six major Action Areas of a comprehensive program for improvement in the LMA, and specified Action Projects within each of these areas:

- Traffic & Access
- Parking
- Security
- Open Space
- Development Policy
- Long Term Process

As a result of three years of Master Programming implementation, MASCO has made significant strides toward the Action Projects in the first four Action Areas described in Section I below.

With individual institutional development projects continuing to occur at a high rate, MASCO has played an important coordinating role in inter-institutional discussions as well as on behalf of our member institutions before governmental agencies. We consult frequently with developers and staff of institutions on the provision of various types of office and retail space; we lobby aggressively for inclusion in new developments of such neighborhood facilities as a second-level pedestrian connector, ground floor retail and commercial activities, and the proposed Longwood Center; and we have successfully built relationships with several City and State agencies.

Our experience in three years of Master Programming implementation has enabled MASCO to establish its credibility in managing identified Action Projects to their conclusion. This recognition extends to a variety of levels within our member institutions, as well as with local government agencies and residential and institutional neighborhoods surrounding

the LMA. This experience has resulted in a new frame of reference on the development of the LMA, one that does not require the establishment of a rigid development policy.

The original Master Programming documents described six Action Areas as listed on page two. Our experience has indicated that Development Policy and Long Term Process really describe the Master Programming process itself and are not Action Areas. Therefore, we will refer to only four Action Areas throughout this paper.

What was formerly referred to as Development Policy is now defined as the role of Master Programming, and is presented in Section II. What used to be Long Term Process[2] has been refined and is now presented as the Master Programming Process in Section III. We judge this shift most accurately defines how we function, the roles we play and illustrates specific Action Areas with which we are involved.

This paper will:

- **Report** on our accomplishments in the Action Areas of Traffic & Access, Parking, Security and Open Space;
- **Define** the roles of Master Programming in area planning and development activities, and;
- **Present** a Master Programming process for the future.

---

2. See Appendix B for the definition of the Long Term Process concept as stated in Master Programming for the LMA Framework and Working Report.

ACCOMPLISHMENTS TO DATE

This section reports on our principal activities in the Action Areas of Master Programming in the Longwood Medical Area. While there are currently four Action Areas, and several Action Projects in each area, the proposed Master Programming Process may identify new or different areas of opportunity that do not fall within one of the current Action Areas. Therefore, the range of Master Programming activities may expand or contract in the years ahead.

A. Traffic & Access

The MASCO efforts in Traffic and Access are certainly the most visible demonstrations of the institutional commitment to area improvements. We have now completed major projects in improving the traffic circulation and traffic access patterns on the major streets within the LMA, as well as designed and installed a unique signage system on our interior streets. This system gives both important directional information to unfamiliar LMA visitors and serves as a means to establish the LMA as a distinct and important place, a neighborhood of prestigious institutions. Another product of our efforts to date has been the publication of a four-color map/guide to the LMA, which gives a basic description of area institutions and directional information to visitors.

B. Parking

MASCO has made significant progress on Action Projects within the Parking Element of Master Programming. We have recommended changes which save on-site parking spaces, and opened a 400 car park and ride facility at Westbrook Village to serve employees living to the South and West of the LMA. We have developed a computer-based data bank of available space, cost and allocations, and we are currently deeply involved in developing a range of recommendations to assist institutional decision making on parking policies and development needs for future years.

MASCO has also stepped up its program of promoting all aspects of transportation management including shuttle services, ride-sharing, van pooling, and remote parking facilities.

C. Security

Master Programming has had several successful impacts on security and security awareness in the LMA. We have developed a computerized data base of reported crimes that generates monthly statistical reports on an institution-by-institution basis. This data base assists internal institutional managers to use their security resources in a more efficient manner.

We have also sponsored a series of informational seminars on personal security, particularly designed for the large female population in the LMA. These seminars, open to all at no charge, are very popular and well-attended by staff and students in the area. Additionally, MASCO conducted a seminar for LMA planners and security directors on physical design aspects of security planning.

As part of our work with the college presidents in the LMA, MASCO has been invited to examine the feasibility of establishing a university police force to serve the college campuses of the area. We also meet regularly on security and safety issues with the Boston Police Department and the Mission Hill Planning Commission.

MASCO also publishes a bi-annual Lighting Survey comparing existing lighting conditions with the location of various security incidents and common travel patterns, and makes recomendations to the institutions and City for improvements to Lighting in the LMA.

D. Open Space

The enhancement of the open space fabric of the LMA is a central commitment of Master Programming. We have conducted a survey and given priority ranking to approximately 50 existing open spaces in the LMA. Against this list we are currently developing designs for uniform open space improvements such as

benches, trees, trash receptacles, lighting, pavings, etc. By installing these improvements over the next few years we will provide a major unifying linkage to public open spaces, and dramatically upgrade the visual appearance of the LMA.

Additional open space improvements that MASCO comtemplates include customized bus shelters for the LMA which will be designed to give further emphasis to the areawide identity established through the signage program.

Finally, MASCO desires to ensure that area improvements we sponsor such as those listed here, as well as building projects initiated by our member institutions, all serve to enhance the physical environment and prestige of the Longwood Medical Area. As a tool to help us achieve this goal, we are working in conjunction with key administrators and design professionals of the major institutions to develop a series of design guidelines for area improvement.

THE ROLE OF MASTER PROGRAMMING

During the two-year period of Master Programming implementation, MASCO has gained an additional perspective on the roles that it can best serve in the development of the LMA.

MASCO's primary role while working within the current or future Action Areas is to make a contribution in one or more of the following fields:

Environmental Improvement

This involves the "look" of the LMA, through coordination of the exterior elements of the neighborhood, building design in all its aspects, landscape features, outdoor furniture and other pedestrian amenities, lighting, exterior signage, street and sidewalk improvements. This area also includes work toward better provisions of parking and security, as well as traffic and access improvements and modifications. Physical development activities further address the need to better define the LMA as a coherent place, and to improve the area's attraction to specific groups of users such as students, evening visitors, and residents.

Economic Development

This area entails the promotion of the optimal mix of non-academic and non-medical land and space uses in the LMA. Included are the nature and placement of retail and commercial activities, office and parking structures, re-use of surplus public property and other related desirable area amenities. Also, MASCO has an important economic development role as an advocate for and development coordinator of jointly-needed projects such as the proposed gym/cardiac rehab/sports medicine facility. Of equal importance is our role in advising against inappropriate development in land uses within the LMA.

Community Development

This area stresses the need for the LMA to be more responsive to those community members, primarily students, who live here and require facilities and services normally available in a substantial residential community.

MASCO's goal continues to be to make Master Programming work by concentrating our community development improvements within the geographic confines of the Longwood Medical Area. We will continue to be available to offer assistance to other institutions and surrounding residential neighborhoods on projects which directly serve the interests of the LMA. Such mutually important concerns may include traffic circulation, parking policy, security, retail facilities and other technical areas in which MASCO has some proficiency.

Technical Development

This role is to increase the capacity of the institutions and MASCO to function as a technical information and research agent for institutional planning and development projects. These functions include the development, maintenance and promotion of our computer-based data bank (including information on area-wide demographics, security, parking and other statistics), liaison activities on behalf of our members with appropriate governmental agencies and authorities, and the performance of special purpose joint planning and analytical studies.

In working on these four principal roles, it should be noted that it is not appropriate for MASCO to promote itself as an instigator of institutional change; rather MASCO must be viewed as an advocate for our institutions to do creative thinking about change, and to stimulate that process.

PROPOSED MASTER PROGRAMMING PROCESS

The Master Programming Process is a systematic means for us to continuously generate and identify emerging projects, problem areas, and targets of opportunity for development as new Action Projects. This will assure that attention is always focused on extending the goals of Master Programming and that MASCO stays poised to respond to changes through an ongoing Action Project orientation.

Each new Action Project will undergo a four-part Master Programming Process of planning and analysis. As a project moves through this process, a thorough communication program will be the responsibility of MASCO at each stage. The four stages of this process are described below:

1. Problem Identification

The most important feature of a strategy to generate new targets of opportunity is to encourage as broad an area-wide dialogue as possible on LMA needs for new facilities and improvements. MASCO's responsibility will be to establish and maintain a formal means of communication throughout the LMA.

Over the course of the first three years of Master Programming activities, we have begun to assemble and work with several constituency groups. However, these incidents have not always occurred in a systematic way or as part of a formal policy. MASCO's efforts thus far have been to catalyze these working groups either in response to a perceived specific need or in the development of a new shared service.

Several groups within the LMA community have been convened as a result of Master Programming and others already in existence have been used to broaden the area-wide understanding of Master Programming. These groups include:

- College Presidents
- LMA Planners
- Institutional Trustees
- Hospital Chief Executives and Chief Operating Officers
- Personnel Directors
- Student Affairs and Admissions Personnel
- Numerous other technical and management groups.

The Master Programming Process will expand such discussion activity to other key groups with whom MASCO presently has no formal interaction. Our current charter specifies that MASCO shall not work in the fields of teaching, research or patient care. As a result, we do not have working relationships with such valuable resources as medical chiefs or faculty members. It is the intent of Master Programming to establish a dialogue with all constituencies within the LMA to gain insight on their desires for area improvement, without involving MASCO in the medical and academic missions of our member institutions. We will therefore initiate periodic discussions with these two groups as well as college and medical students, nursing and research staff members, chief financial officers, and other key administrators of LMA institutions.

2. Clarification and Development of Alternative Costs and Benefits

Once an area of need or target of opportunity is identified through this communication process, MASCO will pursue the opportunity through several phases of development of a new Action Project. The Development Committee will review each area of opportunity identified through the catalytic activities described above, and authorize further pursuit of the opportunity (through Master Programming). Alternative costs and benefits will be examined for each opportunity area that is identified. Major alternatives will be analyzed for their social as well as environmental impact. Master Programming acknowledges the individuality of the MASCO institutions, and recognizes that the alternative costs and benefits may be assessed differently for diverse institutions.

3. Consensus Verification

Once the cost/benefit analysis is performed, the Development Committee will authorize MASCO to proceed toward a new Master Programming Action Project. This stage will set the relationship of the specific institutions participating with MASCO in the project, including the execution of formal working agreements among participants. Also in the consensus verification stage, and based on communication with each participant, detailed discussions will be held with government agencies, outside institutions and other parties as required to determine feasibility.

4. Development Planning, Coordination and Implementation

This stage mobilizes the activity and resources of MASCO, participating institutions and outside assistance. Under the auspices of the Development Committee, a detailed specific feasibility plan will be developed, and the formal participation of local government authorities and community representatives will be enlisted.

On an annual basis, MASCO's staff will prepare a budget proposal for review and approval by the Development Committee. This process will identify necessary resources on an Action Project by Action Project basis, itemize inside and outside personnel requirements, and establish timetables and expected products for each approved Action Project.

Appendix A: Request For Proposals
for consulting services

Medical Area Service Corporation

59 Binney Street • Boston, Massachusetts 02115 • 617-732-23

- Affiliated Hospitals Center
  - Boston Hospital for Women
  - Peter Bent Brigham Hospital
  - Robert B. Brigham Hospital
- Beth Israel Hospital
- Children's Hospital Medical Center
- Harvard University
  - Medical School
  - School of Dental Medicine
  - School of Public Health
- Joslin Diabetes Foundation, Inc.
- Massachusetts College of Pharmacy
- New England Deaconess Hospital
- Sidney Farber Cancer Institute
- Simmons College
- Wheelock School

June 19, 1980

Dear

Your firm is one of roughly ten we have selected to make a proposal for consultant services of "Master Programming" to MASCO. If you choose to respond, you should have the proposal delivered to MASCO no later than July 31, 1980. The proposal should not exceed twenty pages.

Your proposal should include how you would approach the "Master Programming" task, and why you would be particularly well qualified for it. In the proposal you may wish to speculate on problems and opportunities of the Longwood Medical Area to give MASCO a first sense of how you might approach the substance of the task.

The "Master Programming" activity will require a special effort at the outset. Later, it should become more routinized as it continues from year-to-year. It is this initial phase which the consultant will undertake and for which the contract would be written. MASCO is planning and budgeting for a major effort in this area and has retained Dr. William Porter, FAIA, as its advisor for this selection process. The consultant should both state the cost basis for this first phase, as well as suggest how the services would be rendered in the long term, and how costs might be computed for it.

There will be a briefing on July 10, 1980, at 1:30 PM, at MASCO, 25 Deaconess Road, 4th Floor, Boston, MA, for all consultants. Questions may be directed to Phil Jenks, Chief Operating Officer, or me at 732-2310. Questions and answers will be made available to all consultants.

Once MASCO has received the written proposals, three to four consultants will be selected for interviews within roughly a week, and the selection will be made as soon after that as possible.

Sincerely,

Steven M. Tritman
President

SMT:jstm

Enclosure

I. Introduction

The Longwood Medical Area (LMA) is occupied by several major medical institutions and is surrounded by other institutions both private and public and by residences. They each face problems of development; together they share many, and they all can exploit many opportunities for development. Land and its efficient use is one paramount aim. But all groups have social and environmental goals which are broader than land use alone implies. Some of these are stated or implied in past studies of the LMA by Wilbur Smith (1970), Johnson-Hotvedt (1970), I.M. Pei (1972), Sharratt and Associates (1972), and Hilgenhurst (1975). Although we do not have sufficient copies to distribute to everyone, you may wish to examine these at the MASCO offices. The client for this consulting contract will be MASCO (Medical Area Service Corporation) an organization formed by the major institutions of the LMA: New England Deaconess Hospital; Joslin Diabetes Foundation; Beth Israel Hospital; Sidney Farber Cancer Institute; Children's Hospital Medical Center; Harvard Medical School; Harvard School of Public Health; Harvard School of Dental Medicine; Massachusetts College of Pharmacy and Allied Health Sciences; Brigham and Woman's Hospital; Simmons College; and the Winsor School. MASCO is organized under Chapter 180 of the General Laws of the Commonwealth of Massachusetts to assist medical and educational institutions in carrying out their charitable and educational functions. MASCO will operate the Medical Area total energy plant. MASCO coordinates parking facilities for its member institutions, provides utility related engineering services, administers a central elevator maintenance contract, coordinates area planning activities, operates an inter-institutional Centrex telephone system, manages an area wide security patrol and operates the Harvard Medical School power plant.

The Chief Operating Officer of MASCO will administer the contract with the consultant and will be the conduit of official correspondence and directives to the consultant. It will be his responsibility to convene or to refer matters to the appropriate group to make decisions when necessary. Major decisions will typically require board action by the constituent organization. A group called the "client team" will be formed to meet as required by the consultant in order to consider the content and progress of the work, to coordinate the activities of the consultant with others, and in other ways to facilitate the consultant's task. MASCO's role will be to administer and coordinate the consultant's work. The consultant should assume for budgeting purposes that it will provide all specialized services related to this contract.

1. Review

A thorough review would be made of MASCO sponsored plans and programs for development of the Longwood Medical Area. MASCO's constituent organizations would also be surveyed in order to determine those issues which were most relevant to the LMA. Surrounding institutions, communities and City agencies must also be reviewed in consultation with MASCO. Such review would include each institution's goals and views of how the LMA should change, its perceived problems and opportunities, specific actions planned, and information which each regards as relevant to environmental change. A review would also be made of actions taken in the past and professional firms employed to specify those actions. The review of professional firms should also include an evaluation by MASCO of those firms' performance.

2. Identification of Opportunity Area

Opportunity areas would be identified, an inventory made of information relevant to each. Although it would be the consultant's task to identify such areas, the list might include: security for circulation and access by employees and users of the LMA; parking; physical and service connections within the LMA; visual ordering of the LMA; services and facilities which relate to the surrounding local residential communities and institutions including educational, private and governmental organizations. Opportunities may also arise because a MASCO member requires an immediate decision relating to its own plans for development, because land or buildings become available within the LMA, because groups outside MASCO force action, or for many other reasons. Background Programming must, therefore, be highly responsive to the current situation.

Spatial, social, and historical factors must be taken into account in order to set clear conceptual frameworks within which opportunities can be understood, and within which criteria for evaluating specific action alternatives can be envisioned.

3. Alternatives, Costs, and Benefits

Alternatives for each opportunity area which is identified should include at least: a. a continuation of present procedures and relationships among the existing institutions; b. easily imagined and executed alternatives which can be carried out by MASCO and its constituent institutions without outside help; and, c. alternatives more difficult to imagine or to achieve which have greater benefits associated with them and which would justify Foreground Programming Costs and benefits should be assessed for each major alternative, should include social as well as environmental impact and should, where necessary, be assessed differentially for different groups or institutions.

The consultant will be responsible for what we have termed "Master Programming." The consultant will be excluded from projects flowing out of the Master Programming activity which are administered and paid for by MASCO. Therefore, the consultant will not be employed by MASCO for physical planning and design or for any other type of work for the duration of the Master Programming contract, either in its initial or continuing phases, so long as the consultant is employed for the Master Programming activity. This restriction does not hold for any of MASCO's members.

II. Master Programming

MASCO sees "Master Programming" as fundamentally different from traditional master planning. MASCO intends Master Programming to refer to environmental planning in a broad sense, to include social, institutional and non-land use environmental factors as well as those factors traditionally associated with physical planning. Whereas master planning usually implies working from a larger framing idea or plan, Master Programming is meant to imply an action centered approach in which framing ideas or plans are drawn to improve the fit of actions with others taken or planned. By focusing attention primarily on action, background information and plans become updated as required rather than revered as artifacts from some ancient and usually primitive culture.

Master Programming should consist of two distinct activities: "Background" and "Foreground" programming. By Background Programming MASCO means scanning for and articulating problems and opportunities. When it becomes necessary to reach outside MASCO and its constituent organizations for professional services or contractors to solve the problem or realize the opportunity, Foreground Programming is called for. Foreground Programming culminates in the description of products, processes and finances required to employ and control outside contractors. The consultant employed for Master Programming will not be eligible for any of the tasks specified in Foreground Programming carried out by MASCO.

A. Background Programming

Background Programming scans for and articulates problems and opportunities for MASCO. It consists of reviewing problems and opportunities as perceived by the various groups comprising the Longwood Medical Area (LMA), identifying opportunity areas and creating the appropriate frames of reference for them, and developing alternatives and assessing the costs and benefits associated with each. This last step may produce candidate projects for foreground programming for MASCO's consideration.

B. Foreground Programming

Foreground Programming specifies in detail what is to be done to solve a problem or realize an opportunity articulated in the background programming activity. It is undertaken only when means must be found outside MASCO or its constituent organizations in order to carry out the necessary activities. Foreground Programming is specific and action oriented and is intended to lead to changes in the physical or institutional environment of the LMA. Foreground Programming may also lead to improvements in the information base upon which Background Programming stands. Thus, examples of programs, may include specifications for a new parking study or for an assessment of existing facilities as well as an architectural program specifying how an existing building is to be reused. The consultant must be authorized to produce a Foreground Program by MASCO. Its elements will probably include a specification of products, processes, and finances.

1. Products

Products are the specific means by which MASCO intends to solve a problem or realize an opportunity. These might typically be a building, a program, or a report, or some combination. For example to alleviate the parking problem, some buildings, a parking plan, a system of managing the parking, a policy for permits, a car or van pooling system, as well as other means may all be required. The criteria which these products are intended to satisfy shall also be stated wherever possible or not already obvious.

2. Processes

These are what MASCO and its members must do in order to arrive at the desired products. Processes would be designed to work with all groups necessary and would anticipate the issues likely to be of importance for each. Processes would also be designed to employ, monitor, and control appropriate professional services.

3. Finances

Resources required to finance the entire Foreground Program would be identified, both their amounts, timing and availability. A budget would be made and would include the professional services as well as the projects to be implemented. And it would include a formula for shared responsibility for each of the MASCO members.

III. Information Required From Consultant

To arrive at its choice of consultant MASCO requires information about how each proposes to render the necessary services, the personnel to be associated with the work both within the firm and from outside, the firm's capacity to perform the services, and the cost basis for Background and Foreground Programming, as well as more general information about the character, specializations and history of the firm. MASCO will appreciate receiving only information which is directed to this request for proposals and which does not exceed roughly twenty pages in total length.

Appendix B : Long Term Process, from "Working Report: Master Programming for the Longwood Medical Area", October, 1981.

: Long Term Process, from "Framework: Master Programming for the Longwood Medical Area", October, 1981.

Framework: 6. LONG TERM PROCESS

As has been indicated, many of the environmental problems in the LMA have grown to the point where the future of the institutions has begun to be adversely affected. This Master Programming effort has been the result of the desire of a reconstituted Board of MASCO to redefine its role, particularly to explore whether a more powerful coalition might be formed to become effective at dealing with areawide problems. The strategy so far adopted has been to start with small, concrete steps first and to set up a process whereby the larger, more long-term collaboration might achieve more dramatic changes. It is recommended that this strategy continue and that MASCO proceed to help coordinate the incremental growth of the area for two reasons. First, the disparate nature of MASCO's membership requires that many separate actions and decisions occur prior to the realization of a plan of action. This can lead to a rich, lively and diverse result. Second, since the membership in MASCO is voluntary, it will be necessary to build and maintain the backing of its membership, which can best be done by selecting first those steps for which consensus can be gained and which are most easily achieved.

A long-term process for the futher development of the LMA should be adopted as a key part of the Framework. Essential aspects of the process include:

1. Decision-making procedures, authority, and membership. MASCO has twelve member institutions, at this writing. Each has its own Board of Trustees, administration, and, for some, planning staffs or consultants. Because MASCO membership is voluntary and because many of the decisions it faces affect a large number of its member institutions, it will be necessary to develop a means for being accountable to all during the on-going planning process. In order to make the process efficient at the same time, the MASCO Board should be empowered to make planning decisions relating to the above Framework, Action Projects, and Agreements on behalf of its members and also to be obligated to present for approval all proposals and budget requests related to these efforts on a quarterly basis.

   During this Master Programming work, heavy involvement of MASCO Board members has been most helpful and their backing critical to the projected adoption of its results. In order to gain such involvement of the Board on a continuing basis, a Development Committee has been formed, composed of a group of Board members (similar to the Client Team under whose direction the Master Programming has procecded), with authority to direct the on-going long-term process.

   To pursue the planning of some of the interests described above, more

detailed knowledge and proposals for cooperation will have to be worked out. Sub-committees will have to be established under the authority of the Board to do such detailed work. (Two such committees have already been formed - for Parking and Security.)

2. Tasks. The key work of the Development Committee will be to direct on-going planning. Among the tasks implied in the role are:

   a. directing the development of and amendments to the Framework;
   b. directing the planning, gaining approvals, finding support, and overseeing the implementation of action projects;
   c. coordinating the development of agreements.

   In essence these tasks are to oversee the long-range planning, its revision and amendments. Most importantly, it will be necessary to add further elements and enlarge the scope of consideration beyond what has been possible to date. In carrying out these tasks, it is recommended that careful consideration be given to involving affected parties - whether from the leadership or staff of MASCO members or of surrounding groups and institutions. The advancement of any of the projects or elements proposed should be done through the establishment of ad hoc committees for specific tasks, which can achieve the accountability and support needed to be effective in such a pluralistic setting as the LMA.

It is critical to note that this Master Programming report is part of an on-going process, not a definitive plan. This stage represents the initiation of a long-term planning process. Essential to this planning is establishment of a dialog with the surrounding community and non-MASCO institutions, and an open invitation for their involvement.

Next Steps. The initial step in continuing the Long Term Process has been taken with the hiring of the Manager of Development Coordination. His tasks should include:

- Shaping the agenda of the Development Committee.

- Tracking Action Projects and Agreements, including procuring consultants and contractors.

- Working with public agencies, other institutions and community groups initiating needed development.

It has been necessary to leave the Framework incomplete in important respects because of the lack of specific mechanisms through which to explore long-term issues. These relate to projecting overall, dramatic changes for the area - visions which were not appropriate to design during the initial Master Programming project and which would now be appropriate to put forward as the LMA institutions begin to authorize collective action.

The issues that need further pursuit in particular are those relating to (1) the futures of institutions within the LMA, and (2) the nature of development in the larger community surrounding the LMA.

1. Institutions Internal to the LMA. As has been mentioned above, the future of the high schools and the state colleges are the subject of some re-examination in public forums. Any changes such as closings, consolidations, plant renovations, or operations (such as bus routings) seriously impact key issues for the development of the area - e.g., security, coherence as a campus, traffic, availability of recreation. In order to work with these institutions it will be necessary to work with both state and city authorities.

   A second set of problems which will need discussion over the long term is to understand in more detail the future nature of collaboration among the educational institutions for services they might share (e.g., such as dormitories, recreation, and parking) and the future coordination among the medical institutions. For example, collaborations are being projected - e.g., a combined trauma center or the sharing of key staff among medical departments - which are likely to affect the physical characteristics of the area. It is hoped that the long-term process will help achieve the needed environmental support for such changes.

2. Larger Community Surrounding the LMA. The future quality of the LMA is very much affected by the improving character of the larger community. At this time, MASCO members have pledged not to expand their operations into the surrounding areas. However, in our interviews with several community groups, it appears that there are many issues of mutual interest. The long-term process should begin to define these common goals (e.g., improved housing, traffic, security, employment, amenities) and, with neighborhood leadership, find ways to achieve them. Key initial agenda items are development in Brigham Circle, the future of the Mission Hill Housing Project, external security, public transit, and the relationships among Fenway institutions. The combination of many public agencies involved (including, for example, the BHA, BRA, MBTA and MDC) and numerous community groups has made progress complicated to achieve. It is hoped that as the LMA institutions are able to support proposals in concert, it will make it more possible to achieve the changes that will dramatically improve the Longwood Medical Area.

Framework Element 6: Long Term Process

Description. Improving the environment of the LMA is strongly linked to finding means to improve the larger community. The Framework recommends that MASCO embark on a Long Term Process of working with neighborhood leadership and government agencies to seek ways of improving the area, and of working with the appropriate agencies to realize the potential of the public educational and housing facilities in the area in their likely future changes. In defining the goals and approach to this area improvement, the neighborhood representatives must take a leading role. As part of this Long Term Process, a Development Committee has been formed, composed of MASCO Board members (an outgrowth of the Master Programming Client Team), to work closely with member institutions, private developers, neighborhood organizations, and public agencies to stimulate and coordinate future development.

It is critical to note that Master Programming is an on-going process and that this Framework is only an initial vision, not a definitive plan. Because the membership of MASCO is voluntary and because realizing improvements will take collaboration beyond its present membership, priority has been given to identifying the highest priority and most accomplishable tasks in order to build a stronger sense for what can be accomplished through coordinated development. As these initial Action Projects proceed and confidence grows, there is the opportunity and the need to modify the basic Framework with bolder visions of the area and the means to implement them. Now is the opportunity to initiate the partnership with the surrounding community and other area institutions to develop the new concepts and build mutual commitments that will enable on-going action toward area improvement.

Action Projects.

- Organization of on-going MASCO Development Committee.
- Staffing MASCO to guide area planning and development.
- Coordination of development needs and plans among LMA institutions.
- Process organization and initiation of work with community groups, public agencies and other institutions on larger area improvements.

Schedule